

DEPARTMENT OF THE ARMY
Company B, 229th Military Intelligence Battalion
Defense Language Institute Foreign Language Center
Presidio of Monterey, CA 93944-5002

ATFL-MIB-B

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MEMORANDUM FOR All Soldiers, B Company, 229th Military Intelligence Battalion

SUBJECT: Command Philosophy

1. This memorandum will give all concerned with B Company an idea of my goals for the unit. It will furnish a "Commander's Intent" paragraph for your mental operations order so that, in the absence of direct guidance, you will be able to ensure your own success as a Bravo Bedouin.
2. Values-Based Organization. The Army has recently instituted a change in the way it trains soldiers. It has added requirements for training in values and consideration for others. This is a direct reflection of a gap in such training in our society. The Army has achieved and maintained the unparalleled trust of the citizenry by playing by a tougher, higher set of standards. Bravo Company will not be the exception to that rule. You will each be issued a values card which will give you the keys to success. These words are the core of our American system of values, although much of our society has forsaken them. They should govern not just your time spent in uniform but always and for the rest of your life. As I have told many of you, the Army isn't just trying to build better soldiers with this concept but better citizens; better people. If living up to these values proves difficult for you, you may be in the wrong line of work.
3. Language Training is Our Primary Mission. You've probably heard Colonel Devlin say that the Defense Language Institute trains more linguists and to a higher standard than all other institutions of higher learning in the United States combined. This is a proud organization with an unequalled record of success. We have big plans for you but we can accomplish nothing unless you make the grade. There are a number of responsibilities that are key to our success here at DLI and there are many other social and cultural diversions in this beautiful place that will take time away from your acquisition of language. You must maintain your focus.
4. Teamwork & Physical Fitness. (Mens Sana In Corpore Sana) Our sports teams are a source of great pride for all of us. Bravo Company wins so much more than our share of athletic awards here that people think it is our major focus. It's not (see above). What athletics does do is let us build the mental toughness, teamwork, and esprit de corps that translates so well into what the Army does. It also relieves stress, although I realize that your studies are so effortless that none of you has any (!?). It trains us to watch each

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other's backs and to enjoy the success of the team over the success of the individual. Michael Jordan and Wayne Gretzky would rather be held scoreless and win championships than have a great individual day and lose. That's why they are winners. And you will be the same.

Winning is not just about the final score, either. We will conduct ourselves as gentlemen and ladies. We will shake hands with our opponents after games and celebrate their effort. "There but for the grace of God go I" has always been a phrase that keeps me on track. You can count on the fact that there exists someone smarter, faster, and stronger than all of us. We don't "talk trash" - showing sportsmanship in victory is often harder than in defeat. We lead from the front but we don't butt in line to get there. These are the actions of lesser men and women. You have a higher purpose. You will play on fields that they will never attain and you must keep that in mind every day. It must focus your thought and the way you conduct yourselves always and everywhere.

5. The Big Green Army and Soldierization. I have had the opportunity to work in some true garden spots, Saudi Arabia and Bosnia, to name a couple. I have had the opportunity to lead linguists in missions where a seemingly minor mistake could cause an international incident or much worse. You will not leave here to become 9-5 translators at an international corporation; you will leave here to become soldier-linguists, capable of world-wide deployment into potentially hostile situations. Your abilities may mean the difference between life and death. In an era of multiple deployments in complex and diverse areas all over the world, the use of Army linguists allows us not only to acquire and analyze information to further military goals, but also to protect the force. Never underestimate the job that you're preparing to enter. You have a greater chance of saving American lives than almost any job in the military.

Your training will be as "real-world" as we can make it. Every taste you get of future possibilities will enhance your ability to deal with them effectively down the road. We will not, however, sacrifice a safe environment to enhance training. Watch out for your buddy. There is no excuse for death or serious injury at DLIFLC.

6. I am proud for the opportunity to serve as your commander. I consider myself very lucky to have been picked to command Bravo - the mix of caring, experienced cadre and exceptionally talented, enthusiastic soldiers is truly the recipe for success.

EDMUND J. BARRETT
CPT, MI
Commanding